

**IEA Workplan and Budget for 2016
And 2015 Report on Activities**



Independent
Evaluation
Arrangement



**IEA WORKPLAN AND BUDGET FOR 2016
& REPORT ON 2015 ACTIVITIES**

OCTOBER 2015

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SUMMARY

Over the past two years, IEA focused on completing ten CRP evaluations and providing quality assurance support to the remaining five CRP-commissioned evaluations, all due to be finalized by the end of 2015. The CRP evaluations completed by IEA aimed to provide essential evaluative information for decision-making by program management and funders on issues such as extension, expansion and structuring of the program. By the end of 2015, and with the completion of the ten IEA commissioned CRP evaluations and five CRP-commissioned evaluations, the CGIAR will have a collective body of knowledge that captures and analyzes the relevance, achievements and progress of the individual CRPs, as well as information and insight of what works, and why, across the CGIAR.

The proposed work plan for 2016 follows the evaluation schedule as approved through the REWP, and builds upon results that have been achieved by IEA over the past two years. It also responds to the requirements in CRPII to strengthen the approach to several cross-cutting issues and to plan for monitoring and evaluation. The main areas of work proposed include:

- (1) Build on the body of knowledge provided in the set of completed evaluations, through synthesis studies and through reviewing and revising evaluation approaches and methods
- (2) Implement the schedule of evaluations as defined in the approved REWP, which includes evaluation of the Genebanks CRP (last of the CRP evaluations) and three cross-cutting thematic evaluations (Partnerships, Capacity Development, and Gender)
- (3) Further enhance the evaluation culture and capacity in the CGIAR through developing a decentralized evaluation system for CGIAR and by identifying areas for the REWP 2017-2010 that will be requiring evaluation.

Resources required:

The total budget amounts to **2.48 million for 2016**. A major share of the budget goes to core activities of the IEA, that is, evaluations which are carried out by external experts. It also reflects the emphasis put on strengthening evaluation in the System. The total budget for 2016 represents a reduction of 35% compared to this year's budget, mainly because the evaluations planned have a lower unit cost than CRP evaluations.

In 2016, the IEA team remains small and includes three professionals and one administrative assistant. In addition, the team is supported by 2.5 junior consultants, the main work of whom focuses on support to individual evaluations. The overall capacity of the IEA team, as expressed in number of team members, will remain the same as in 2015 with the function of evaluation communication, knowledge management and support to decentralized evaluation being performed by one of the professional staff.

Fund Council Action Requested

The IEA seeks Fund Council approval of for the proposed 2016 workplan and budget as summarized above and described in this document

INTRODUCTION

Over the past two years, IEA focused on completing ten CRP evaluations and providing quality assurance support to the remaining five CRP-commissioned evaluations, all due to be finalized by the end of 2015. The principal purpose of every CRP evaluation has been to enhance the contribution that the CRP is likely to have towards reaching the CGIAR goals and fulfilling its own objectives for improving the sustainability and livelihoods of poor producers and consumers in the program's targeted regions and agro-ecologies. The CRP evaluations completed by IEA aimed to provide essential evaluative information for decision-making by program management and funders on issues such as extension, expansion and structuring of the program.

By the end of 2015, and with the completion of the ten IEA commissioned CRP evaluations, and five CRP-commissioned evaluations, the CGIAR will have a collective body of knowledge that captures and analyzes the relevance, achievements and progress of the individual CRPs, as well as information and insight of what works, and why, across the CGIAR. Collectively, these evaluations serve as the first set of independent expert assessments on the research and organizational performance of CRPs since their formation as a new modality of conducting research for development and collaboration in CGIAR.

The body of knowledge contained in the evaluations, and the resulting recommendations and management plans of action, will serve CGIAR and the individual CRPs particularly in the development, selection and implementation of programs in CRP II. In addition, IEA's activities proposed as part of the 2016 work plan and [beyond through the development of the Rolling Evaluation Work Plan (REWP), and refinement of evaluation approaches and methodologies] will be based on the knowledge, information, and experience gained through evaluating all CRPs in the portfolio.

To date, these evaluations have served CRP management and governance, ISPC and Consortium Office as a contribution to the development and review of the CRP pre-proposals. Of the 59 emerging recommendations across the five evaluations completed by April 2015, 49 have been fully accepted by the respective CRP management, with a several CRPs indicating changes that have already been implemented. The remaining recommendations have either been partially accepted (eight), with one recommendation rejected and all relate to government and management aspects. .

As only five evaluations had been completed in time for the pre-proposal review (in September 2015), for evaluations which are ongoing, IEA sought to ensure that emerging findings relevant for the second phase of CRP implementation were shared with the CRP management and the ISPC and Consortium Office. More concretely, the table below provides a summary of the interactions and influence the ten evaluations have had to date:

Completed and Ongoing Evaluations: Consultations and Feedback

	IEA Completed Evaluations	Ongoing Evaluations
CRP Management	<p>CRP management of the 5 completed evaluations have fully accepted 49 recommendations and partially accepted eight. One recommendation (pertaining to governance and management) was rejected.</p> <p>Learning from evaluation has been incorporated in pre-proposal</p>	<p>CRP management engaged with evaluation team on sharing of preliminary findings</p>
Consortium	<p>Consortium response to the evaluation and CRP management response has fully accepted all 50 recommendations.</p> <p>Request from Consortium for all recommendations to be reflected in CRPII proposals.</p>	<p>Consortium representatives debriefed by Team Leader on emerging findings and considerations for CRPII</p>
ISPC	<p>Evaluation report and annexes used and referred to in review of pre-proposal</p>	<p>Brief summary on emerging findings and consideration for CRPII shared with ISPC, and ISPC representatives debriefed by Team Leader</p>
Fund Council	<p>All evaluation reports have been officially submitted to Fund Council and Fund Council workshops on findings and recommendations held during FC meetings. Evaluation and Impact Assessment Committee (EIAC) has reviewed one evaluation report, with 4 others to be scheduled.</p>	<p>Report to be shared with FC upon completion (scheduled for Dec 2015)</p>

Plans for 2016

The proposed work plan for 2016 follows the evaluation schedule as approved through the REWP, and builds upon work that has been achieved by IEA over the past two years. It also responds to the requirements in CRPII to strengthen the approach to several cross-cutting issues and to plan for monitoring and evaluation.

The main areas of work proposed include:

- (1) Build on the body of knowledge provided in the set of completed evaluations, through synthesis studies and through reviewing and revising evaluation approaches and methods
- (2) Implement the schedule of evaluations as defined in the approved REWP, which includes evaluation of the Genebanks CRP (last of the CRP evaluations and three cross-cutting thematic evaluations (Partnerships, Capacity Development, and Gender)
- (3) Further enhance the evaluation culture and capacity in the CGIAR through developing a decentralized evaluation system for CGIAR and by identifying areas for the REWP 2017-2010 that will be requiring evaluation.

The proposed activities below are therefore structured along the lines of the IEA mandated areas: (i) IEA commissioned evaluations; and (ii) activities aiming at enhancing an evaluation system and culture in CGIAR.

I. IEA Evaluations

Reflecting on lessons learned from completed evaluations

In 2016, IEA will build upon the wealth of information and bodies of evidence collected through the completed evaluations, and provide analysis on the findings and conclusions across the completed evaluations. Furthermore, IEA plans to review and reflect on the approaches and methods which have been used in the evaluations, and refine, revise and provide guidance for future research evaluations.

1. Synthesis Study of CRP Evaluations

IEA will seek to build upon the evaluations by commissioning a synthesis study to draw common lessons across the completed CRP evaluations. The evaluation teams have assessed the CRPs performance and achievements on many areas that are common across the system: gender, partnerships, governance, quality of science, International Public Goods orientation in CRPs, and monitoring and evaluation systems to name a few. Evaluation report findings and conclusions also include system issues such as those relating to funding and governance, and issues specific to common research areas, such as crop improvement and policy research effectiveness.

The synthesis study will review the evaluation reports, analysis and information in support of the findings and conclusions. It will highlight patterns with respect to research and program performance and draw lessons for system-wide learning. This study will also provide a review of the progress of the CRPs with respect to cross-cutting areas, and will highlight issues which may be further analyzed in the

upcoming thematic evaluations (see below). The synthesis review will also provide an overall understanding of the collective efforts of CRPs and the CRP portfolio providing common lessons for the System as a whole and serving the System-wide evaluation planned for 2018.

As part of the synthesis, a specific study will be commissioned to understand the use of Window 1 and Window 2 funds in each of the CRPs and how CRPs adjust to shortcomings in this core-type funding. The study will review what the common budget areas are where core-type funding has been strategically most important, and provide guidance for the future.

2. Quality of Science in evaluation

Quality of science (QoS) is a key evaluation criterion in evaluating research. A research program's effectiveness critically depends on the relevance of the research and that it is scientifically sound. Furthermore, in the CGIAR agricultural science of high quality needs to be continuously promoted for reputation of excellence, visibility and science impact. The CGIAR both needs to ensure sound methods and rigor in all research throughout the system, and encourage novelty and risk taking in the research portfolio.

Ensuring and promoting science quality is a continuous responsibility of research leadership, management and oversight. In the CGIAR this responsibility falls both to the CRP and the participating Centers. Evaluation provides a good opportunity for the programs internally and external stakeholders, such as the funders, to get feed-back on the state-of-the art in research. Evaluations cover broadly issues related to and driving science quality and they provide an analytical assessment of science quality in the program context and in the broader context comparing with similar research done elsewhere, when possible.

The approach and methodology used for assessing QoS across the CRP evaluations have focused on three main areas:

- Quality of scientists: H-indexes (combines volume and citation) of scientists in leadership position; allocation of competences and appropriate skill mix in research teams, and overall impression of leadership
- Environment: Infrastructure; research data management; research design, quality assurance processes, learning and knowledge management; and incentives to researchers
- Outputs: Bibliometric analysis; qualitative peer analysis; use of web-based outputs, as well as qualitative assessment of non-publication outputs (such as genetic materials and process for achieving them, data and databases)

With ten CRP evaluations coming to completion in 2015, IEA will organize a workshop to draw lessons from evaluating QoS and reflect experiences in the CGIAR with those elsewhere. In preparation, the IEA will review how each evaluation carried out the QoS assessment, their findings and conclusions. In learning lessons, IEA will use approaches and experiences of research evaluation elsewhere and in the CGIAR in the past and seek input from the ISPC on dimensions of science quality addressed in program appraisal. The consultation and lessons will assist IEA in consolidating and strengthening the QoS

evaluation approach and methodology and prepare guidance for future evaluations in the CGIAR. IEA will also use the lessons for contributing to the ISPC-led CGIAR-wide discussion on science quality enhancement and assurance.

IEA Evaluations for 2016

The REWP, approved by Fund Council in 2013, proposed a schedule of evaluations for IEA in 2016 to include thematic and cross-cutting evaluations. The selection of topic areas for evaluation was based on: (1) relevance and importance to delivering on CGIAR objectives; (2) no evaluation of a significant coverage or scope has taken place in recent years; and (3) evaluability of the topic given CGIAR progress and achievements in the topic area.

Evaluations proposed as part of the 2016 IEA workplan are:

1. Evaluation of CGIAR CRP for Managing and Sustaining Crop Collections

The CGIAR CRP for Managing and Sustaining Crop Collections (the Genebank CRP) is a research support program. It concerns the work of the 11 genebanks that safeguard the crop genetic resources held in-trust for the international community by CGIAR centres. The objective of the Genebank CRP is to conserve the diversity of plant genetic resources in CGIAR-held collections and to make this diversity available to breeders and researchers in a manner that meets high international scientific standards. The Global Crop Diversity Trust (the Trust) coordinates this CRP, which is based on an agreement between the CGIAR Consortium and the Trust.

This evaluation will cover all activities of the Genebanks CRP related to genebank operations and processes related to its implementation. The summative component of the evaluation will address both the efficiency and effectiveness of Genebank CRP's service functions and the extent to which the genebank operations have improved as a result of the CRP. These include meeting standards, fulfilling obligation under the Treaty and achieving cost-efficiency. Furthermore, the CRP performance will be assessed against the objectives of improving long-term sustainability and enhancing knowledge management through information services (Genesys), communication and collaboration. Progress will be assessed using previous forms of management as a baseline where possible. The evaluation will cover the appropriateness of the governance (role of the Trust that has its own, broader mandate) and management mechanisms (structure and leadership), and the representation of and interaction with individual genebanks. The formative aspects of the evaluation will address likely effectiveness as influenced by issues such as financial sustainability and integration across CRPs, the Consortium and external partners. The evaluation will also address boundary issues, such as representation of CGIAR genebanks externally, and research aspects that are essential for the achievement of the overall objectives such as health of material stored and transferred and issues of policy where the Genebank CRP could have a role in the future.

The evaluation will build on reviews carried out by the Trust which looked at the effectiveness of some specific processes/tools (such as the performance target process) of the Genebank CRP and the audit carried out by the IAU of the Consortium this year.

Team Composition

The evaluation will be carried out by a team of three members with expertise in evaluation, genetic resources and technical conservation issues, management and governance, communication and partnership.

Thematic and cross-cutting evaluations:

2. Thematic Evaluation: Gender in CGIAR Research and in the CGIAR workplace

In 2010, the Consortium commissioned a Scoping Study on Gender to analyze the performance of the CGIAR system in gender research over the past 20 years, and draw lessons for future gender research by the CRPs. The results of the Scoping Study informed the development, in 2011, of a Consortium level gender strategy which seeks to provide essential tools, methods, and data sets for CRPs and CGIAR to strengthen understanding of the role of gender and other factors governing exclusion or inclusion of gender perspectives in development. The CRPs have developed four-year strategies aimed at delivering measurable benefits to women farmers in target areas. The Consortium Board made a CRP Gender Strategy and satisfactory implementation of this strategy in the CRP program of work and budget 2014 and 2015 prerequisites for CRPs to receive funding from Windows 1 and 2 in 2014 and beyond.

In 2013, the Fund Council requested the CGIAR Consortium to commission an Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs in order to have an overview of the extent to which CRPs were mainstreaming gender in their research. The assessment concluded that “consideration of gender across the research cycle in the CRPs is mainly concentrated in the operational planning, testing and implementation stages of research while attention to gender in priority-setting and targeting is relatively weak.” Aspects of gender research and mainstreaming have been included in all CRP evaluations.

IEA will commission an evaluation on Gender to review the CGIAR Gender strategy and current CRP strategies and progress to date in their implementation. The results of the evaluation are expected to enhance the capability of the CRPs and the System as a whole to make research more gender-sensitive, promote gender equity and enhance research effectiveness through better understanding and targeting of different beneficiary groups. The evaluation will aim to provide qualitative and quantitative information on the extent to which CRPs (and system) have integrated gender analysis in their research and are engaged in appropriate gender research and impact analysis in order to achieve the Intermediate Development Goals in the latest Strategy and Results Framework (SRF) for 2016-2030.

The evaluation will focus on four dimensions:

- **Gender in research:** assessing the extent to which gender is systematically integrated into the CRPs’ research process and Theories of Change (priority setting, planning, design, implementation, monitoring and impact assessment and into the management of these processes).

- **Gender research.** Assessing the targeting, quality and effectiveness of strategic gender research in CRPs. The evaluation will also collect evidence of positive results and early outcomes resulting from the CRP's strategic gender research.
- **Gender capacity and expertise.** Evaluate the CGIAR's capacity for delivering on the two dimensions listed above. Staff capacity and expertise for gender research in the CRPs will be assessed, as well as the institutional framework supporting the implementation of CRP gender strategies.
- **Gender at work.** The evaluation will assess mainstreaming of gender in human resource management practices across CGIAR Centers. In particular, it will look at gender balance in staffing, gender in competencies and performance appraisal, and promotion of equal opportunity policies (career development, life/work balance policies, etc.)

Team Composition

The evaluation will be led by a senior consultant, with solid evaluation experience, supported by a team of two to three experts. All team members will have a solid professional background in gender issues. Further, they will bring together different areas of expertise in the fields related to the CGIAR, impact assessment, as well as in institutional and management issues. The evaluation will be mostly desk based (document review and interviews), but will include field visits for selected in-depth case studies and center visits.

3. Thematic Evaluation: Capacity Development in CGIAR

There is a long history of capacity development efforts in the CGIAR, starting from training units which were central components of CGIAR Centers in the 1970s and 1980s. This was followed by establishing 'research support services' which embedded training directly into research programs, as well as approaches incorporating capacity development work under the care of new knowledge management or communication teams. The CGIAR center, the International Service for National Agricultural Research (ISNAR) with mandate on institutional capacity development, was closed in 2004. Recently, capacity development promoted as a central element in impact pathways.

The evaluation will address Capacity development at multiple levels—individual, organizational and institutional taking into account that it covers a wider scope than the mere transfer of knowledge and skills through training. The evaluation will assess strategies, approaches and relevance of capacity development in CRPs at its multiple levels and the extent to which Capacity development has been effective. The evaluation will look at broad range of capacity development activities that are carried out across the CGIAR, including internal capacity development at CGIAR centers and CRPs, and will analyze how capacity development is resourced and budgeted. Importantly, this evaluation will assess where the CGIAR's efforts are best place given its comparative advantage and limited resources, including how the CGIAR is positioned to work on developing capacities for national development institutions and their management and what is its comparative advantage, relative to other organizations.

The methodology will include desk review of documents, including the 2005 evaluation and impact assessment of training in the CGIAR, case studies and field visits to a selection of CGIAR Centers, interviews, and attendance at the Capacity Development Community of Practice meetings.

Team Composition

This evaluation will be carried out by a team of three members: an evaluator with extensive experience on capacity development in research; and expertise within the team on agricultural research, management and governance, systems analysis, communication and partnerships. Given the strong linkages between the topics of Capacity Development and Partnerships, it is envisaged that these evaluations will involve close consultation between the teams.

4. Thematic Evaluation: Partnerships in CGIAR

The CGIAR has always operated in partnership with different types of organizations. Yet, improving the strategic nature of partnerships and “opening up” the CGIAR to new partners has been a consistent emphasis in subsequent reforms since early 2000. In the new CGIAR SRF one of the core principles is “seeking out selected strategic partnerships, including public-private partnerships that add value and leverage new sources of funding”. In the past, partnerships have been part of Center evaluations but they have never been evaluated in a systematic manner.

The thematic evaluation of partnerships will look at the following different layers:

- Internal partnerships among CGIAR centers and across CRPs
- External partnerships with research and development partners
- CGIAR System-level mechanisms for building and strengthening partnership

The evaluation will conduct a mapping of different partnerships and assess, among others, the following aspects: CRP partnership strategies and purposes; Drivers for partnerships (including incentives for partners, system level guidance, donor expectations, funding, etc.); Management of partnerships and engagement; Partnerships’ performance along the impact pathway (and their effects on relevance, effectiveness and quality of science) and aspects of capacity development.

The evaluation will draw on the findings of the completed CRP evaluations relating to partnerships (2013-2015), on the recent Guidance paper by the ISPC on “Good practice in AR4D partnership” (2015), on the CGIAR Stakeholders Perception Survey conducted by the Consortium Office (2012) and a recent analyses of CRP networking conducted by the Institutional Learning and Change Initiative (ILAC).

Team Composition

The evaluation will be conducted by a team of two to three experts with expertise in evaluation, partnership management and governance, social network and institutional issues and the landscape of organizations involved in agricultural R&D. An expert panel on selected issues may be included. The evaluation will be mostly desk based (document review and interviews), and might include field visits for selected in-depth case studies.

II. Enhancing an evaluation system and culture in CGIAR

In 2012, the CGIAR Evaluation Policy was put into place calling for a comprehensive, cost-effective evaluation system to cover all CGIAR activities and entities.

As described in the Policy, it is envisaged that the IEA commissioned evaluations build upon CRP- (or Center-) commissioned evaluations, which are expected to provide the basis for the evaluation of the CRP as a whole. The evaluation at multiple levels, from IEA-led centralized evaluations building on CRP-led decentralized evaluations, provides guidance and information to improve the performance of the CRPs and the CGIAR as a whole.

The development of CRPII provides an opportunity for IEA to further develop an evaluation framework for future evaluation activities across the system.

The overall system of evaluations will need to reflect:

- the evaluation need and requirements across the CGIAR, including the CRPs and CGIAR Centers
- the roles and responsibilities of evaluation across the system from decentralized to system-level evaluations capacities and interlinkages at different levels of the hierarchy of evaluations in the CGIAR

Proposed activities for strengthening an evaluation system in CGIAR

1. Mapping evaluation coverage in CGIAR

IEA will conduct a study to map the current CGIAR work portfolio and activities for identifying the evaluation coverage (through IEA, CRP, Center or donor) and areas (institutions or areas of activity) where evaluation is needed but not adequate. The study will be conducted in close collaboration with CRPs and Consortium Office.

2. Developing the IEA Rolling Evaluation work plan 2017-2020

The Rolling Evaluation work plan (REWP) is a multi-year central plan to be developed by IEA for Fund Council approval. The main purpose of the REWP is to lay out IEA evaluation plans as mandated by the CGIAR Policy for independent external evaluations, improve planning and prioritization of evaluations across the CGIAR in consultation with the central units of the CGIAR, CRPs and Centers, and increase transparency in evaluation planning.

Findings from the mapping exercise described above will feed into the development and design of the REWP 2017-2020, providing input on prioritizing evaluation to complement the evaluation plan in areas where gaps are identified. The REWP will be based on the CGIAR Evaluation Policy, and will seek to refine the IEA's Theory of Change with clear goals, purpose, outputs and activities. The REWP will present an evaluation plan prioritizing activities over the three-year period.

Developing the 2017-2020 REWP will include consultations and input from CRPs, Centers, Consortium/System Office, Fund Council/System Council (including members of the Evaluation and

Impact Assessment Committee), Funders, the Global Forum on Agricultural Research (GFAR), ISPC, and SPIA. It will seek input on evaluations to be included in the REWP and on issues to be covered by the proposed evaluations and other activities of the IEA.

3. Developing a decentralized evaluation system in CGIAR

IEA will seek to develop a strategy and plan of action to support decentralized evaluations led by CRPs or CGIAR Centers. This will include a review whether the current structure of evaluation from IEA to Centers/CRPs across the CGIAR is in line with the guidance for CRPII and with the learning and accountability framework outlined in the SRF. IEA will develop a plan of action for providing support to decentralized evaluations in CGIAR, through ECOP and through direct assistance, to include:

- Review current models of supporting decentralized evaluations in other multilateral agencies, identifying good examples that may be applicable to CGIAR
- Develop and conduct a needs assessment for strengthening and enhancing decentralized evaluation in CGIAR, and provide analysis and recommendations on IEA's role in fulfilling those needs, especially in terms of increasing collaboration with respect to planning and coordination of evaluations across the system
- Review and provide recommendations and action plan for a centralized database for CGIAR evaluations (to include evaluations carried out by CRPs and/or centers as well as donor evaluations of CGIAR activities).
- Provide recommendations for a way forward for quality assessments of decentralized evaluations.

The IEA will draw from the experience on CRP commissioned external evaluations (CCEEs), including the five CRP commissioned full CRP evaluations under way, to review the both the CRP's role and its own role in providing assistance.

4. Monitoring, Evaluation and Impact Assessment framework in CGIAR: roles and responsibilities

In the reformed CGIAR, and in light of the new SRF, the three areas and functions of Monitoring, Evaluation and Impact Assessment (MEIA) are distinct functions important for supporting the CGIAR in achieving its objectives. These functions have also been institutionalized across CGIAR, with different system units (Consortium, IEA, ISPC/SPIA) having different roles and responsibilities across the MEIA spectrum. While distinct the functions, however, are interdependent and this needs to be strengthened through coordination and harmonization.

IEA has developed a draft paper to clarify the roles and responsibilities across the MEIA spectrum. The paper aims to clarify the purpose of each function and the institutional roles, while identifying the necessary feedback loops and coordination requirements to ensure better system-wide cohesion and effectiveness. During the upcoming 2015 ECOP meeting, this topic will be further explored to identify areas for increased collaboration and coordination, linkages and practices, which will also help define and pave a course for formal collaboration among the three system entities (ISPC/SPIA, IEA, and

Consortium/System Office). The paper will be finalized on basis of ECOP feed-back and consultation among the system entities.

5. Supporting the Evaluation Community of Practice (ECOP)

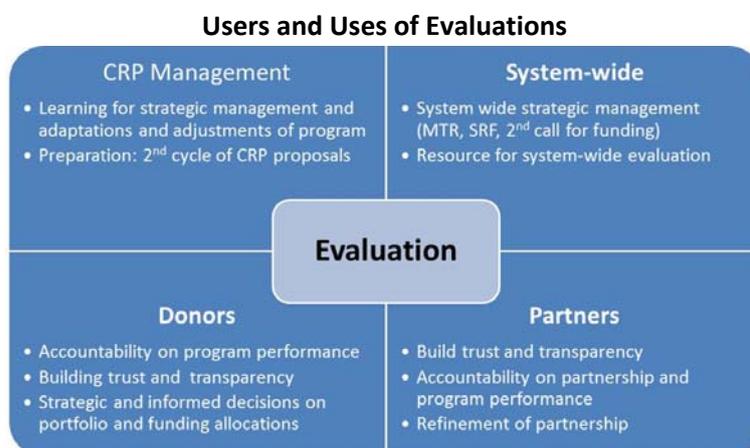
Collaboration and coordination will continue with the evaluation focal points in CGIAR, mainly through the Evaluation Community of Practice. IEA will continue to support the ECOP and ECOP members, through organizing and leading professional training and information sharing sessions at the annual workshop. A needs assessment of ECOP members, with aims to identify areas of further collaboration and support, will be conducted in the 2015 annual meeting (to be held in November 2015). The meeting will also identify means of coordinating evaluation plans over the coming period, and identifying a platform and framework for coordination and exchange of information.

Plans for 2016 include an annual workshop and include the development of a document database to include CRP-commissioned evaluations and impact assessments as they become available. This will allow a centralized location of the latest evaluation reports, and evaluation plans, in CGIAR, and a resource for stakeholders and donors for evaluative information and evaluation plans in CGIAR.

III. Other activities

1. Learning from Evaluations

During the ECOP meeting in November 2015, a dedicated session will reflect on the utilization and learning from completed evaluations with the aim of improving learning in the future. Efforts will be identified on how to increase the use of evaluations by the different stakeholders and for the purposes shown in the Figure below. With the identification of the users of evaluations, and their needs, IEA aims to identify methods and develop targeted materials to reach the different users. This may include: workshops or presentations on specific topics within the evaluation/s, events with CRP research leaders, M&E specialists and communicators, debriefings with Consortium/System Office, workshops with donors on topics relevant across CRPs, liaising with EIAC and debriefings and workshops targeting the Fund Council/System Council. In face of the CGIAR governance transition The IEA will revisit the follow-up system for evaluations. It will work through established CGIAR communication channels for improving dissemination of evaluation report and briefing materials.



In addition, IEA will initiate a system to report on progress towards implementing the recommendations of evaluations according to the action plan by CRP management and agreement of the Consortium. This will include a reporting mechanism and a means to record progress and developments in each recommended area.

2. Collaboration with CGIAR System Entities (ISPC, System Office)

Since its establishment, IEA has sought to collaborate with CGIAR system units, including SPIA, ISPC and Consortium Office to increase efficiency and share information and knowledge.

In 2015, IEA contributed to system-wide strategic development of accountability and learning systems, and provided inputs and feedback into the Accountability section of the SRF during its development. IEA Head was also invited to present the “Learning and Accountability” framework at the Bern Workshop in January 2015, as part of the development of the SRF.

Collaboration with system units has occurred throughout the year either through formal or informal meetings, including: presentation at ISPC meetings, participation in the ISPC-led taskforce on strengthening ISPC, and debriefing on evaluation findings with ISPC and Consortium. In addition, IEA has a memorandum of understanding with the Internal Audit Unit (IAU) to strengthen coordination and information sharing. Over the past two years, regular meetings were held between IAU and IEA to share information on CRP evaluation and audit plans and reports for enhancing complementarity.

3. Outreach to external agencies and partners

In 2015, IEA worked closely with the Rome based food and agriculture agencies (IFAD, FAO, and WFP) to develop and host a technical seminar on enhancing the evaluability of Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture (SDG2). The seminar, to be held in November 2015, will bring together technical experts to draw on lessons learned from MDG, and discuss the evaluability challenges and opportunities for SDG2. Bringing together over 130 participants from CGIAR, research organizations, UN agencies, government agencies, and think tanks, it aims to highlight the opportunities and present concrete next steps. For CGIAR, it also offers an opportunity to explore the linkages between the goals of the SRF and the UN SDGs.

The seminar also strengthens the cooperation and networking between the Rome-based food and agriculture agencies. This will continue to be nourished through ongoing information exchange and cooperation, including participation of evaluation officers and directors in the 2015 ECOP meeting to share experiences and knowledge with ECOP members.

Activities foreseen in 2016 include sharing experiences on specific areas relates to evaluating progress towards SDG2 to the extent these relates to CGIAR SLOs.

IEA staff are members of evaluation professional networks, including the European Evaluation Society and IDEAS. Participation to annual meetings is envisaged in 2016.

4. Communications

Communications at IEA has focused on disseminating evaluation reports and briefing materials, and sharing information and lessons with various stakeholders and audiences (Fund Council, CRP and Center representatives, System/Consortium Office, etc). The most commonly used dissemination tool has been through the website and newsletters.

The IEA website, being less than two years since it was launched, has a steady stream of visitors which has been gradually increasing. The records show over 400 monthly visitors currently (compared to 250/monthly visitors in same period previous year) and a total of 3,608 users during this year (Jan – Sept), from over 100 countries. Top countries accessing the site include USA, China, UK, Japan, Pakistan and Germany. A sharp increase was recorded in May, June and July (661, 867, and 759 sessions respectively), which reflects the increased use of evaluations in preparation for the CRP pre-proposals. The IEA newsletter is shared with a targeted audience of CGIAR scientists and leaders, Center Director Generals, ISPC, Fund Council members, Consortium and Fund Office representatives, as well as evaluation focal points. It aims to highlight major events in IEA evaluation, including completion of evaluations and their findings, as well as provide additional information on evaluation in the CGIAR.

Communications in 2016 will continue to share information on evaluations. Emphasis will be on better targeting of materials and events for enhancing learning as discussed under item “Learning from Evaluations”. It will also include refinement of the communication tools to ensure a wider audience, as well as efforts to increase dissemination of reports and learning from evaluations through Center and CGIAR events.

IEA BUDGET REQUIREMENTS FOR 2016 ACTIVITIES

Budget requirements for 2016

Table below summarizes the expected budget situation at the end of 2015 and the budget requirements to implement the activities planned for 2016. The total budget amounts to approximately 2.5 million for 2016. A major share of the budget goes to core activities of the IEA, that is, evaluations which are carried out by external experts. It also reflects the emphasis put on strengthening evaluation in the System. The costs have been detailed under each activity described earlier in the report. The total budget for 2015 represents a reduction of 35% compared to last year's budget, mainly because the evaluation in 2016 have a lower unit cost than CRP evaluations, due to different scope and focus.

Evaluations

The unit cost of the evaluations planned for next year (thematic and genebank CRP) is estimated to be between 250,000 to 280,000 and includes the cost of the evaluation team experts, travel expenses (mainly for internal team meetings, to regional hubs and visits of System entities during the inquiry phase of the evaluation) and workshops as a mean to optimize consultation across centers and CRPs, as well as costs related to quality assurance. The total 2016 budget for evaluation, including the synthesis, is estimated to be of USD 1.19 million.

Strengthening evaluation across the CGIAR

The total allocation for strengthening evaluation across the CGIAR amounts to USD 140,000. In addition to the cost of the annual ECoP meeting (US\$ 65,000), it also includes the external expertise required for developing a comprehensive cost-efficient decentralized evaluation system. Activities include workshops, visits to selected Centers/System office as well as a meeting with peers (US\$65,000). For the preparation of the IEA (2017-2020) REWP, US\$ 20,000 is allocated for consultation with external peers.

Other Activities

A total of USD 15000 is allocated for short-term consultants for improving communications in IEA, including development of communication materials and maintenance of website.

Institutional cost

Staffing

In 2016, the IEA team includes three professionals and one administrative assistant. In addition, the team is supported by 2.5 junior consultants, the main work of whom focuses on support to individual evaluations.

The overall capacity of the IEA team, as expressed in number of team members, will remain the same as in 2015. Following approval by Fund Council in November 2014, one additional staff position (P3 level) is established to perform core activities including: communication, reporting, coordination with System entities, evaluation knowledge management, ECoP facilitation and support to decentralized evaluations. These functions, which have been performed by short-term consultancies until now, are essential to the effectiveness of the IEA and require continuity that is

IEA 2016 work plan and budget

not permitted by consultancy contracts. The selection process for the position has been initiated and will be finalized by the end of this year.

Travel

An overall budget of USD 100 000 is allocated for travel of IEA team. This includes: attending System-level meetings (ISPC, Fund Council meetings, workshops), all travel by IEA team relating to evaluation planning and participating in professional networks meetings.

BUDGET 2016

Expense Item	2016 Budget
IEA activities	
1. Evaluations	1,190,000
- Synthesis, Partnership, Gender, Capacity Development, CRP Genebanks	1,190,000
1 Synthesis	
2. Strengthening evaluation across the CGIAR	140,000
- ECoP	
Developing and supporting a decentralized system of evaluations and Rolling Evaluation Workplan	140,000
3. Quality Assurance System	-
4. Other activities	15,000
Sub-Total IEA Activities	1,345,000
Personnel inputs	
Professional	670,000
Administrative Support	140,000
Consultants - long term	200,000
Sub-Total FTE	1,010,000
Travel	100,000
Operating Expenses	25,000
Overhead charges	
Sub-Total travel and Operating expenses	125,000
TOTAL	2,480,000

ANNEX 1: PROPOSED 2016 ACTIVITIES: TARGETS AND OUTPUTS

Key Activities	2016 outputs / deliverables	Target completion date
Synthesis Study	A study highlighting patterns with respect to research and program performance and draw lessons for system-wide learning, including progress of the CRPs with respect to cross-cutting area, as well as the use of Window 1 and Window 2 funds in each of the CRPs and how CRPs adjust to shortcomings in this core-type funding	May 2016
Quality of Science (QoS) study and assessment	Review of QoS assessment in completed evaluations, as well as approaches of research evaluation elsewhere. Capture lessons from CGIAR QoS assessment in the past and seek input from ISPC on dimensions of science quality addressed in program appraisal. Prepare CGIAR IEA guidance note for future QoS assessment in research evaluations	June 2016
Evaluation of CGIAR CRP for Managing and Sustaining Crop Collections	Preparatory work: select and recruit team members	January 2016
	Preparatory work: initial design of evaluation, including scope, methodology	February 2016
	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	April 2016
	Conduct of evaluation: field missions, surveys, interviews, data collection and analysis	July 2016
	Presentation of preliminary findings	July 2016
	Final report	September 2016
Thematic Evaluation: Gender in CGIAR Research and in the CGIAR workplace	Preparatory work: select and recruit team members	February 2016
	Preparatory work: initial design of evaluation, including scope, methodology – literature review and mapping	April 2016
	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	June 2016

	Conduct of evaluation: field missions, surveys, interviews, data collection and analysis	August 2016
	Presentation of preliminary findings	September 2016
	Final report	October 2016
Thematic Evaluation: Capacity Development in CGIAR	Preparatory work: select and recruit team members	March 2016
	Preparatory work: initial design of evaluation, including scope, methodology - literature review and mapping	April 2016
	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	June 2016
	Conduct of evaluation: field missions, surveys, interviews, data collection and analysis	September 2016
	Presentation of preliminary findings	October 2016
	Final report	December 2016
Thematic Evaluation: Partnerships in CGIAR	Preparatory work: select and recruit team members	March 2016
	Preparatory work: initial design of evaluation, including scope, methodology - literature review and mapping	April 2016
	Inception phase: evaluation team and IEA inception meeting to collectively design evaluation and draft inception report detailing design, approach, and method for evaluation	June 2016
	Conduct of evaluation: field missions, surveys, interviews, data collection and analysis	September 2016
	Presentation of preliminary findings	October 2016
	Final report	December 2016
Mapping evaluation coverage in CGIAR	Analysis and findings of study completed and shared	March 2016
IEA Rolling Evaluation work plan 2017-2019	Internal and peer workshop – IEA logframe and ToC and draft evaluation plan	April 2016
	Consultations and input from CRPs, Centers, Consortium/System Office, Fund Council/System Council, Funders, the Global Forum on Agricultural Research (GFAR), ISPC, and SPIA and peers.	May 2016

	Final Rolling Evaluation Workplan developed and submitted at first meeting of System Council for discussion and approval	July 2016
Decentralized evaluation system in CGIAR	Needs assessment for strengthening and enhancing decentralized evaluation in CGIAR	February 2016
	Proposal for decentralized evaluations in CGIAR system and roles and responsibilities defined, shared for consultations and input	April 2016
	Plan defined and proposed to first meeting of System Council for discussion and approval	July 2016
Monitoring, Evaluation and Impact Assessment framework in CGIAR	Defining roles and responsibilities, and identifying linkages and mechanisms for a solid Monitoring, Evaluation, and Impact Assessment coverage and system in CGIAR	September 2016
Supporting the Evaluation Community of Practice	Develop online platform for coordinating and sharing evaluation plans and communications	September 2016
	Develop session for knowledge sharing and training for evaluation community members	November 2016
Communications	Develop learning materials from completed evaluations, including briefs, databases, and short thematic summaries on specific subject matters of interest (ie: monitoring, communications, partnerships, capacity development)	December 2016
	Develop centralized space for CRP commissioned evaluation information and plans	September 2016
	Continue development of IEA communication materials: website, newsletters, virtual communications (webinars, and virtual consultations)	December 2016

ANNEX 2: UPDATE ON 2015 ACTIVITIES

Activity	Description	Current Status
Evaluation of CRP on Policies, Institutions and Markets	<p>CRP management response to evaluation has fully accepted 12 recommendations and partially accepted 3. Learning incorporated in pre-proposal</p> <p>Consortium response to evaluation fully accepted 15 recommendations and states need for recommendations to be reflected in CRPII</p>	Completed. Submitted to Fund Council and to EIAC for review
Evaluation of CRP on Wheat	<p>CRP management response to evaluation has fully accepted all 10 of the 11 recommendations, and partially accepted 1 Consortium response to evaluation accepted all 11 recommendations and states need for recommendations to be reflected in CRPII.</p>	Completed. Submitted to Fund Council and to EIAC for review
Evaluation of CRP on Maize	<p>CRP management response to evaluation has fully accepted all 8 recommendations and partially accepted 3. Learning incorporated in pre-proposal</p> <p>Consortium response to evaluation accepted all 11 recommendations and states need for recommendations to be reflected in CRPII.</p>	Completed. Submitted to Fund Council and to EIAC for review
Evaluation of CRP on Aquatic Agricultural Systems	<p>CRP management response to evaluation has fully accepted 9 recommendations and rejected 1. Learning incorporated in pre-proposal Consortium response to evaluation fully accepted all 10 recommendations and states need for recommendations to be reflected in CRPII.</p>	Completed. Submitted to Fund Council and to EIAC for review
Evaluation of CRP on RTB	Inquiry phase completed, evaluation report currently being drafted. Preliminary findings shared with ISPC representatives, CO, and IAU during pre-proposal review	Ongoing, on schedule
Evaluation of CRP on GRISP	Inquiry phase completed, evaluation report currently being drafted. Preliminary findings shared with ISPC representatives, CO, and IAU during pre-proposal review	Ongoing
Evaluation of CRP on CCAFS	Inquiry phase completed, evaluation report currently being drafted. Preliminary findings shared with ISPC representatives, CO, and IAU during pre-proposal review	Ongoing
Evaluation of CRP on Livestock and Fish	Inquiry phase completed, evaluation report currently being drafted. Preliminary findings shared with ISPC representatives, CO, and IAU during pre-proposal review	Ongoing
Evaluation of CRP on WLE	Inquiry phase completed, evaluation report currently being drafted. Preliminary findings shared with ISPC representatives, CO, and IAU during pre-proposal review	Ongoing

QA support and guidance to five CRPs in conducting evaluations	<p>Comments to draft evaluation reports completed for Dryland Systems and A4NH. Currently reviewing draft evaluation reports for Grainlegumes and Humidtropics. Dryland Cereals draft report to be submitted in October 2015 for review.</p> <p>A4NH evaluation report has been finalized, and report has been validated by Quality Assurance independent expert.</p>	Ongoing
Collaborating with partners and system-entities	<p>IEA is organizing, along with the 3 food and agriculture agencies of Rome (WFP, IFAD, and FAO), a technical seminar on enhancing the evaluability of SDG2 from 17-18 November 2015. Event will bring together 120 participants including many from the CGIAR.</p> <p>Collaboration with system entities included collaboration with ISPC/Consortium Office during the pre-proposal review process. Coordination with the Consortium Office on the development of a Monitoring and Evaluation Community of practice to increase effectiveness and efficiency,</p>	Ongoing.
Evaluation Community of Practice	Annual workshop to be held in Nov 2015 with knowledge sharing and capacity strengthening activities	Scheduled for November with representatives from all 15 CRPs/Centers to attend a 2 day meeting in Rome, Italy.
Communications	Revision and updating of website for ease of navigation and highlighting evaluations completed, leading to increase in visibility and traffic. Newsletters drafted, and communication events held to disseminate evaluation findings and recommendations.	Ongoing.